

MEMORANDUM FOR: Colonel White

THROUGH : Mr. Lloyd *JH*

SUBJECT : Request from Director of Training to  
Revise Grade Distribution of "Instructor  
Development Program" Upward

1. Matt is asking that you approve an upper grade level of GS-14 for those instructor-candidates he is now recruiting under the terms of the agreement to establish the program, signed off on several months ago by you and Mr. Dulles. The arrangement was that he could recruit in the GS-11 through GS-13 range, but apparently experience is showing him that he needs more than GS-13 to attract the kind of people he wants, at least in some cases.

2. While I agree with Matt's request in principle, knowing how difficult it can be to attract really top-flight, experienced teachers to Government these days, I cannot but wonder if Matt may not be seeking instructor candidates from the very top of the academic heap, rather than in the middle ranks where they may not have quite as much teaching experience, or as many advanced degrees, but where there are many talented younger people.

3. Academic turnover figures show that there is greatest movement in the lower, or instructor, ranks, with turnover becoming progressively smaller as you go up through assistant and associate professor, where the perquisites and benefits of tenure begin to be felt. If these people are "trainees" indeed, I am not so sure that we should be trying to get chairmen of departments from colleges and universities, and providing them lateral entry into CIA at a grade which is pretty close to our top figure. I do not know how many GS-15 instructors Matt can afford, and sooner or later, those brought in at GS-14 are going to strike for 15. The Instructor Development Program contemplates the acquisition of 10 people this fiscal year, and 5 each in FY56 and FY57.

4. I have checked the increase out with Ed Saunders, who tells me that it would not affect Matt's OI figure enough to warrant his written concurrence. OTR tells me that they have already recruited and have in process 2 GS-13's and 2 GS-14's out of the 10 available this year, with about 15 live prospects in the batter's box. I do not believe the increase would be of moment to the Management Staff, since it is an extension of a principle already established.

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No Change in Class. ☐  
☐ Declassified  
Class. Changed to: TS  
Next Review Date: 1984  
Auth: HR 70-3  
Date: 3 Jan 79  
By: *OTL*

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5. However, in view of the fact that Matt has cited his experience with those candidates he has located through recruitment effort as the reason for making the request, and because of the classification principles involved, I do recommend that this request be sent to the Office of Personnel for their concurrence on the matter of the grade increase prior to your signature. I checked with [REDACTED] on the phone to see 25X1A9a if I could get verbal concurrence, but he asked that his Office actually go through a signed concurrence procedure.

6. I am sending this to you now, in advance of a recommendation that you sign, to see if you feel that there is any principle involved that you might wish to discuss with Matt Baird at your weekly briefing session with him. If there is no problem there, may I ask that you dispatch the attached memo to Personnel, which I have already signed.

[REDACTED]

25X1A9a

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